WESTERN MONTGOMERY COUNTY CITIZENS ADVISORY BOARD

"Building Stronger Communities"
January 9th, 2010

Logistics (The Easy Part)

1) 501(c)3 versus 501(c)4
2) Articles of Incorporation, By-Laws, and other documents
3) The IRS and Taxes

The Five Building Blocks of Organization Design

1) Boundaries
- Focus: Seek feedback from the community regarding priorities and issues (Internal Focus vs. External Focus)
- Leverage: Skills of volunteers and community members;

2) Grouping
- Bundle tasks into jobs: consider level of effort and intrinsic motivation
- Group jobs into teams: Form Committees and Affinity Groups

3) Governance
- Centralized vs. Decentralized

4) Linkage
- Strike the balance: appropriate level of linkage mechanisms (informal to formal)

5) Performance Measures
- Establishing Priorities, Criteria, and Action Items to measure against

# Centralization v Decentralization

Decentralized Structure

- More effective use of volunteer knowledge
- Conservation of leadership time
- Development and motivation of volunteers into leaders

Centralized Structure

- Coordination across the organization
- Better use of centralized information
- Consistent messages and communication

How Integrated Does The Organization Need To Be?

Board Members

Committee Members

Volunteers

Residents

Businesses
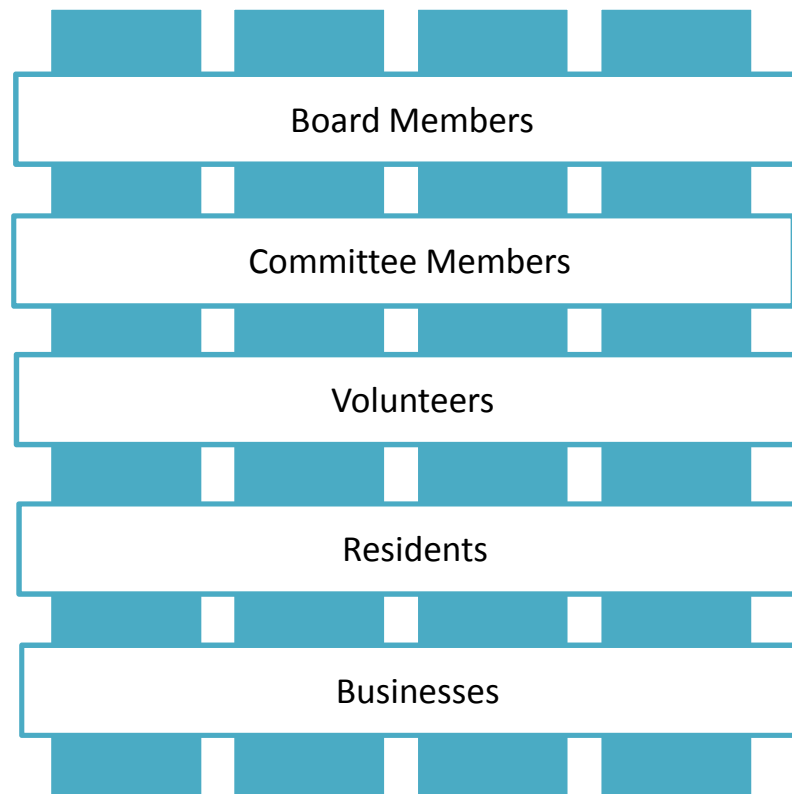
The more formal, structured and complex the linking mechanisms become, the more difficult to manage them, so the key is to understand how integrated you need to be (and where the integration points need to be) and design your mechanisms to that point in your organization.

Performance Measures: Responding to Community Needs

- Identify Community Challenges

- Identify Actionable, Measureable Solutions

What	**Cleary articulating findings in a manner that has maximum impact** **Choose communication channels and create messages**
Why	**Emphasising the value for the community is critical to the perception of elected officials and doubters** **Gaining buy-in is critical to acceptance in the organisation, particularly where findings are controversial**
How	**A great story is central to communicating with impact** **Keep messages simple – 'less is better'.** **Generate support before the final strategy through prior discussion with stakeholders (pre-wiring). Avoid surprises.** **Follow-up afterwards (and communicate that you will).**

Troubleshooting and Responding to the Environment

If Your Organization Needs/Experiences:	Consider using:
• **Innovation and creativity**	• **Broadly defined roles** • **Self-managed teams**
• **Exceptional responsiveness and service delivery**	• **Empowered individual decision making**
• **Managing high levels of risk**	• **Centralized decision making**
• **Frequent volunteer turnover**	• **Clearly defined tasks and activities**
• **Improved quality of products (newsletters, website, etc)**	• **Output based roles**
• **Ensuring consistent messages on technical topics**	• **Centralized authority and advisory roles**
• **Knowledge and expertise to be positioned as close to County leadership as possible**	• **Expertise as the basis of authority, rather than position in the hierarchy**